

PER-16

FBIS-0030-88
29 February 1988



MEMORANDUM FOR: Chief, Applied Technology Group, OTS

FROM: R. W. Manners
Director, Foreign Broadcast Information Service

SUBJECT: Human Resource Modernization and Compensation Task Force
Recommendations

REFERENCE: Your Memo, dtd 19 Feb 88, Same Subject

1. As requested, FBIS senior management has reviewed the recommendations of the Human Resource Modernization and Compensation Task Force to the Executive Committee on the modification of the Agency awards program and the processes related to that program. The overall response to these recommendations has been favorable with most respondents believing that they would improve the awards program and process.

2. A number of recommendations were viewed as being particularly valuable in terms of improving the line manager's ability to recognize outstanding performance. We strongly endorse any proposals to raise the Deputy Directors' award approval authority and to redelegate at least a portion of that authority to the Office Directors. We also support the delegation of authority to approve QSIs to the Office Directors as a step toward cutting back on red tape. We also strongly endorse the recommendation to reinstate the QSI for secretaries. Since the inauguration of the Intelligence Secretarial Program, there has been much disagreement among secretaries and managers over the removal of the QSI as a reward mechanism as the awards that are available do not provide a permanent salary increase. This has been perceived as discriminatory and has created morale problems.

3. Other recommendations of note include adding a cash award to the Meritorious Unit Citation and increasing the SIS awards budget to 4 percent. However, FBIS managers did express reservations about increasing the awards budget, given the current atmosphere of cost cutting and huge budget cuts in other areas. There was also concern over the perception of increasing SIS stipends.


4. One issue that is not satisfactorily addressed is the Secretarial Performance Award system. Having now participated in two Performance Award cycles, FBIS has struggled with the "all or nothing" approach to the awards. With the 30 percent restriction at each level

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based upon a strict percentage of salary, FBIS has found itself unable to justify awarding the large sums to the full percentage at the IS-01 and -02 level, but having trouble limiting awards at the IS-03 and -04 level. Secretaries at the higher level will almost invariably be deserving of recognition by the nature of the expertise and abilities that got them to that level. This current system almost guarantees that secretaries at these levels will be rewarded on a revolving basis, with one group receiving awards one year, another receiving awards the following year. A variable system which gives managers flexibility to reward different levels of performance with varying stipends could solve this problem.

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for / R. W. Manners

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DDS&T/FBIS/RWManners/ (26 Feb 88)

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